



## SEND US YOUR NEWS!

Change jobs? Get promoted? We want to hear from you! Stay connected with DRMI by sending us your news and making sure we have your current e-mail address. When a new newsletter becomes available, we'll send you an email with a newsletter link so you can keep in touch with your classmates and stay informed as to the latest with DRMI. Send your news to [DrmAdmin@nps.edu](mailto:DrmAdmin@nps.edu).

### Issue Highlights:

- DRMI Activities (p. 1)
- Article on Good Governance (p.1)
- Participant News (p. 3)
- DRMI's CDR Hughes assists tsunami relief efforts (p. 4)
- Five New DRMI Courses (p. 1)
- Future Courses (p. 10)

## Feature Article

### Good Governance and Effective State Formation, by Dr. Jomana Amara



The creation of effective states, through transformational diplomacy, is a stated goal of US foreign policy. In the absence of good governance, attempts to reform the public sector and free the private sector from the onerous hand of government are likely to fail. Effective states are those that can promote democracy, deliver services to their people, guarantee stability and provide an enabling environment for entrepreneurship and economic growth. While recent years have seen significant improvements, African nations need to accelerate governmental reforms to create and implement policies, build capacity, and to increase transparency and accountability. For African and other states to meet their states' objectives of sustainable development and poverty alleviation, governance must be improved in (See "Governance" on page 8.)

## Five New DRMI Courses

DRMI is aggressively developing new courses to keep pace with the changing demands on the resources management community. In 2006, we will offer five new courses at the Defense Resources Management Institute, Naval Postgraduate School in Monterey, California. They are all graduate-level seminars developed in response to a request from the Defense Security Cooperation Agency (DSCA) in support of the Expanded International Military Education and Training (E-IMET) program. We expect them to be E-IMET certified shortly. If you have an interest in attending, please send us an email to [DrmAdmin@nps.edu](mailto:DrmAdmin@nps.edu). (See New Courses on page 7.)

## DRMI News

### Summary of DRMI Courses for 2005

DRMI's 2005 was another busy and successful year. We held eight resident courses with a total attendance of 312, including 91 U.S. and 221 international participants from 65 countries. DRMI also conducted 13 Mobile International Defense Management Courses with 466 participants from 24 countries. Our pace of travel will continue in 2006.

### Argentina MIDMC, by Dr. Jim Airola

From 19-29 September, a five-person DRMI team was in Buenos Aires to conduct the 16th mobile education course in 14 years. The team consisted of Dr. James Blandin, Senior Lecturer Philip Costain, Senior Lecturer Donald Bonsper, Dr. Jim Airola (coordinator), and Dr. Kent Wall. Dean Robert Ord traveled with the DRMI faculty to participate in the first week of the course. He opened the course representing DRMI, and presented a lecture on leadership. Over 50 civilian and military participants from the Armed Forces, the Ministry of Defense (MoD), the National Defense School, as well as from the private sector, attended the two-week event. The purpose of the seminar was to provide education on how best to manage defense resources. The Commander of the U.S. Military Group opened the

course and a senior representative from the MoD concluded the event.

### Canada MIDMC, by CDR Kevin Maher

From 28 September until 7 October, a DRMI team visited Ottawa Canada to conduct the third Mobile International Defense Management course since the year 2000. Twenty-nine military and civilian officials from the Canadian Department of National Defence attended the two-week event. The purpose of the course was to present DRMI's position on how best to manage defense resources. CDR Kevin Maher was the team coordinator, and other faculty who participated were Dr. Diana Angelis, Dr. Francois Melese, and Mr. Allan Polley. Major General Leslie, Director General of Strategic Planning, discussed the need for better management of defense resources during the opening luncheon, while Brigadier General Hincke, Director of Force Planning and Program Coordination concluded the event.



*Canadian MIDMC participants listening in lecture.*

### Latvia MIDMC, by Dr. Anke Richter

DRMI presented a Mobile International Defense Management Course (MIDMC) in Riga, Latvia from 17-28 of October 2005. This was DRMI's first course in Latvia and was appreciated and enjoyed by both participants and faculty. The faculty team consisted of Associate Professor Dr. Anke Richter – Team Leader, Professor CJ LaCivita, Associate Professor Natalie Webb, Senior Lecturer Stephen Hurst, and LTC Luis Morales. Twenty-two participants from four countries (19 Latvians, one Moldovan, one Ukrainian, and one Georgian), came together in Riga to attend this two-week course. Latvian participants came from the Ministry of Defense, the national police department, the military



*Class participants pictured with DRMI faculty.*

journal, the State President and Parliament Security Service, the National Defense Academy, and the army and navy.

Visiting participants came from the defense planning sections of each country's Ministries of Defense.

Of the 22, five were civilians, and a wide mix of backgrounds and interests were present. Open communication among the various services and departments enriched the course.

The course was held at the Latvian Policy Academy. The interpreters simultaneously translated into Latvian, and a sub-group of participants spoke English, permitting the formation of an English-speaking discussion group. The other two discussion groups were conducted in Latvian. Topics of discussion included the issues of life-cycle costs and integrating into large military collaborations. Due to historical currency fluctuations and inflation, current law states that decisions be made on procurement costs alone. While participants believed that operations and maintenance costs could be significant and were important considerations, they could not officially use these figures in making their decisions. The participants passionately debated this issue and were very interested in conclusions drawn from the types of analysis we presented. The other primary concern of participants was how to integrate their military forces, operations, and choices of weapons systems into large international coalitions such as NATO, the European Union, and UN forces. Participants took advantage of the opportunity to interact with each other and there were lively discussions during breaks.

Robert M. Waterson, Political/Military Officer, US Embassy Riga, and Janis Garisons, acting Dep-

uty State Secretary, MOD Latvia, conducted the closing ceremony. LTC Michael Brogan, ODC Chief, US Embassy Riga also helped conduct the ceremonies.



*A bird's eye view of Riga.*

### **IDMC 05-2 Travels to Washington, DC**

The participants of IDMC 05-2 traveled to Washington, DC November 1-5, to see the sites and to get briefings from Pentagon officials,



*Dr. Jomana Amara poses with participants on the IDMC 05-2 DC trip.*

several specialists at the State Department, Capitol Hill staffers, our Congressman, Sam Farr, and researchers at the Institute for Defense Analyses. Faculty members Dr. Jomana Amara, CDR Ron Hughes and Dr. George Satterthwaite as well as administrative staff

members Gloria Brewer and Mary Jo McDonough accompanied them.

### **Participant News**

**Commander Bjorge Aase** (DRMC 05-3) was appointed captain in the Norwegian Cabinet on 4 November 2005. He will fill the position as Head of Section for Plans and Development in the Economy and Administration Department, in the Personnel, Economy, and Administrative Staff of the Defense Staff.

**Captain Piotr Gastal** (IDMC 05-2) from Poland has been promoted to major.

The following is an excerpt **Lieutenant Colonel Dragan Zmajevic** (IDMC 05-2) e-mailed to DRMI.

After almost two weeks I spent in my country I slowly assorting my impressions from DRMI and my entirely staying in USA. I am really very satisfied and I like USA and American people, especially all people in DRMI. I am very grateful to everybody over there and I hope I did not make too much problems to you.

As you can notice my English is still not so good but if I had had opportunity to use it I think it would have been better and better.

I gave a small article to our military magazine and they have issued that article about my education in DRMI. I tried to translate as well as I can but I am conscious that translation is not well enough. But hopefully you will understand what "writer" wanted to say. I send you original article and translation below of this massage.

At the end of this massage I pleased you to give my best wishes and regards to all people from DRMI – Faculty Staff and Admin Office.

Mary Christmas and Happy New Year to all of you.

Yours, Dragan Zmajevic

Attempt of translation:

### **AMONG ELITE** *(this title is not mine)*

From education in USA we received a letter from Ltc. Dragan Zmajevic. He spent a part of his staying in USA, between September 24 and De-



ember 9 on IDMC in DRMI Monterey. About education he told us: "This course attended 47 students from 33 countries and from former Yugoslavia besides me this course attended major Donev Mitko with him I spent a lot of time.

This course was pretty interesting and useful because it gives special view on management about process of making decisions from economic aspect- how we can procure military equipment & engagement different military resources at most acceptable and most efficiency way. Besides lectures and discussions by groups we had a lot of exercises related to mentioned topics. These exercises were better illuminated and emphasized the manager's role in military as well as in ministry of defense.

Besides official part of course all students got community hosts. I and my Bulgarian friend were got as community hosts family Georgevich, Dragoslav and Marilyn (he is 95 and she is 80). Although in very old age they gave their best to introduce us with scenery especially with natural beauties which are abundant over here on Monterey Peninsula. Also I had opportunity to see local beautiful aquarium, some museums and Serbian Orthodox Church in San Francisco. Every time when we visited their home they made a meal for us. Indeed they made up all to our long absent from our families passed as much as painless.

Our spare time we used besides studying for walking and shopping in near by shopping centers. Also we took a lot of pictures from all places we visited including Washington, D.C. capitol of USA.

After this course I can be very satisfied because besides adopting of new knowledge about defense management I had opportunity to improve my English language, which is much better then 7 months ago. It is very important continually communication and conversation with native speakers and watching TV program and reading newspapers for improving the level of comprehension. The big role in that sense had lectures and discussions in English language as well as communication with students from all over the world. Regardless of all mentioned it is illusory expecting to become "native speaker" for such a short time.

Special grateful we owe to faculty staff whose gave their best to transfer to us their really great

knowledge. A lot of them are doctors of scientists from different fields. Also we should say great thank you to people from admin office whose provide us technical conditions for our staying over there and with a great kindness gave us help in all we need for regular life.

D.Z.

## Curriculum Development, Teaching News and Service

### CDR Hughes assists tsunami relief efforts



**CDR Ron Hughes** of the DRMI staff recently received the Joint Service Commendation Medal for his role as the Joint Service Coordinator aboard the USS ABRAHAM LINCOLN (CVN 72) during relief operations following the tragic tsunami off the coast of Indonesia.



A satellite photo of tsunami aftermath (Banda Aceh, 28 December 2004).

Occurring just after Christmas in 2004, the tsunami took the lives of over 280,000 people in Southeast Asia. The USS ABRAHAM LINCOLN Carrier Strike Group, conducting a Christmas port call in Hong Kong, left upon the news and proceeded at full speed to a position just offshore of Banda Aceh. For the next 31 days, the strike group flew relief flights along the southern coast of the Island of Sumatra, delivering over 4 million pounds of medical and food supplies, transported needy victims to available medical facilities, and made emergency repairs to essential equipment and infrastructure.



USS ABRAHAM LINCOLN (CVN 72) and USS MERCY (AH8).



USS ABRAHAM LINCOLN sailors help load a helicopter for another relief mission.

As the Joint Service Coordinator, CDR Hughes scheduled the daily helicopter relief flights, coordinated U.S. and allied ship positioning and timing to provide fuel and decrease their off-station time for the relief helicopters, and prioritized and arranged for the onward movement of relief supplies from Singapore to the region.



A US Navy helicopter finds a suitable landing site – in this case, the foundation of a collapsed house.

### Dr. Amara Speaks on Managing African Security Resources

Making a series of two presentations, **Dr. Jomana Amara** spoke as part of the *Managing Security Resources in Africa* course at the Kofi Annan International Peacekeeping Training Center in Accra Ghana sponsored by the Africa Center for Strategic Studies (ACSS) December 6/7. Her first presentation "Key Economic Concepts and Relationships" provided a broad understanding of how an economy is organized, how national income is generated, and what rules govern consumption, and the determinants of macroeconomic stability. The second presentation "Cost and Choice in Africa's Security Sector" highlighted efficiency considerations in economic decision-making. It introduced the concepts of opportunity cost, marginal cost and utility. Both presentations were followed by a question and answer session and breakout discussion group sessions.



### Dr. McNab to Teach NPS Course on the Economics of Insurgencies

In winter 2006, **Dr. Robert McNab** will be teaching NS 3042 - Economics of Insurgencies and Reconstruction in the National Security Affairs (NSA) department at the Naval Postgraduate School (NPS).

### Mr Steve Hurst Participates in an Assessment of Iraq Training and Education Requirements



In coordination with the Defense Reconstruction Support Office (DRSO), Office of the Secretary of Defense (OSD), and the Near East-South Asia Center for Strategic Studies (NESA), **Senior Lecturer Steve Hurst** participated in a visit to the Multi-National Force-Iraq (MNF-I) Headquarters and US Embassy in Baghdad, Iraq. The purpose of the assessment visit was to support the Department of Defense (DOD) in establishing a foundation within the MNF-I and the Department of State (DOS) for capacity-building training and education. The goal is to develop a coordinated plan using the collective assets and capabilities of Near East South Asia Center (NESA), The Defense Institute of International Legal Studies (DIILS), DRMI, the Center for Civil Military Relations (CCMR) and other institutions. The assessment team set out to identify the issue areas most desired for short-, mid-, and long-term training and education. The team also wanted to assess the ability of the Iraqis to absorb training, both in terms of substance as well as in the number of Iraqis available to receive training.

### Dr. McNab provides assistance and briefings

In October 2005, **Dr. Robert McNab** engaged in a variety of activities. He provided technical assistance to CPT Paul Gillikin, United States Marine Corps, on the development of a cost-effectiveness analysis methodology for the Expeditionary Fighting Vehicle. He participated in the Center for Civil Military Relations' (CCMR) Leadership Development and Education for Sustained Peace (LDESP). He also traveled to Ft. Drum, NY to brief the 3<sup>rd</sup> Brigade Combat Team (BCT)/ 10<sup>th</sup> Mountain Division on the economic environment in Afghanistan and the economics of insurgencies. Finally, he traveled to Washington, DC to brief the Afghanistan and Iraq desk officers of the National Security Council on defense resources management.

### Dr. McNab co-chairs award-winning thesis

Dr. McNab also co-chaired the thesis of LT Jason R. Kelshall, Coast Guard, Trinidad & Tobago, which won the National Security Affairs

department's "Outstanding Thesis" award for the December 2005 graduation.

### Dr. Melese receives positive feedback



**Dr. Francois Melese** received some positive end-of-year feedback for representing DRMI/The School of International Graduate Studies (SIGS)/Naval Postgraduate School (NPS) at a Pentagon Quadrennial Review (QDR) briefing of the SUCCESS model. The following statement was sent from an organizer of the QDR working group that was responsible for reviewing PPBES: "I am personally grateful for all your interest in our work and the extensive personal and professional sacrifice you made to make our work as successful as possible. Your presentation to our group was particularly helpful in confirming our conclusions. Please allow me to join General McNabb [Lt. Gen. Duncan McNabb, USAF], in expressing our personal thanks for your significant personal contribution in our effort!" (Co-authored with Jim Blandin and Sean O'Keefe, the SUCCESS model appeared in 2004 and can be found at [www.ipmr.net](http://www.ipmr.net) <<http://www.ipmr.net>> in an article entitled "A New Management Model for Government.")

### Dr. Webb visit Norwegian Ministry of Defense



In November, **Dr. Natalie Webb** visited the Norwegian Ministry of Defense as a guest of Major General Espen Amundsen (SIDMC 05). Dr. Webb's visit included two days of meetings on performance management in defense, a trip to the Norwegian Defense Research Institute and many conversations with senior defense staff. Six DRMI graduates and one former visiting researcher were also involved in the meetings.

### Dr Angelis Teaches Course in Systems Engineering Program

Diana Angelis taught "Engineering Economics and Cost Estimation" this Fall as part of the Master of Science in Systems Engineering program at NPS. The course is a combination of VTC classes, web-based instruction and on-site lectures. The course is an introduction to the cost aspects of systems engineering. It explores cost from a decision making perspective exam-

ining how cost is used to select alternatives and how the cost of systems can be measured. Concepts covered include economic analysis, cost behavior, cost allocation, system cost, life-cycle costs, cost over time, cost estimating techniques, cost uncertainty, and risk management. The use of cost concepts in defense problems is emphasized. This is the first time the course was available on video stream so students could watch lectures live on a computer from remote locations without VTC facilities.

Diana Angelis attended the Senior Defense Resource Analyst Course presented by IDA and sponsored by OSD/PA&E September 12-15, 2005. The course provides an opportunity for participants to hear the latest information on DoD resource management processes, including the Planning, Programming, Budgeting and Execution System (PPBES) and the Joint Capabilities Integration and Development System (JCIDS). The course also provides insight on the role of the OSD Cost Analysis Improvement Group (CAIG) and cost estimating for major defense acquisition programs.

Diana Angelis attended a conference on Activity-Based Costing & Performance Management for Government & Defense sponsored by CAM-I November 17-18, 2005. Themes included Activity-Based Costing and Management, Performance Management, Performance-Based Budgeting, Balanced Scorecard, Process-Based Management and Capacity Management.

## **New Courses** (Continued from p. 1.)

### **Budget Preparation, Execution and Accountability Course (BPEA)**

#### **Program Scope**

This course examines the preparation, execution and accountability of defense budgets. We provide the foundation for preparing and executing the budget by discussing the overall budget process beginning with planning and programming. Planning and programming are the stages where policy formulation and allocation of resources support national priorities, goals and objectives. This course reviews these concepts, and then illustrates how to take the programming decisions from the Ministry of Defense (MOD) through the budget cycle. We begin with a section on budget preparation using MOD

programming guidance, integrating programs with budget guidance to create a budget. We then provide information, tools and techniques, and exercises on estimating budget submissions, funds control, performance management and feedback, all components of preparing, executing, and providing accountability for defense budgets.

Course Duration  
8 days

Class Size  
Maximum of 20

---

### **Base Realignment, Closure and Economic Redevelopment Course**

#### **Program Scope**

This course focuses on the problems associated with selecting military facilities for closure, realignment as well as the economic redevelopment of former military facilities. In the first part of the course we will examine concepts, applications of strategic planning, and the linkages between strategic plans, military capabilities and program budgets. In the second part of the course, we discuss the requirements necessary to support base closure and realignment decisions. In the third part of the course, we explore the issues related to economic redevelopment of facilities selected for closure or realignment.

Course Duration  
2 weeks

Class Size  
Maximum of 20

---

### **Financial Integrity, Accountability and Transparency (FIAT)**

#### **Program Scope**

This course explores how the principles of good governance and the concepts of financial integrity, accountability and transparency can reduce the negative impact of corruption in government. The course will introduce students to basic management and economic concepts that are useful for understanding how corruption reduces government effectiveness and efficiency. We



will present the definition and measurement of corruption as well as its effect on the national economy. We will discuss tools and techniques for enhancing transparency and accountability, including budgeting processes, accounting principles and financial management systems. We will explore principles of good governance and issues related to external aid and non-government organizations, and finally, we will discuss the concept of integrity from the financial and personal perspective. Participants will discuss and explore these subjects using case studies and open discussions.

Course Duration  
7 days

Class Size  
Maximum of 20

-----

### **Streamlining Government through Outsourcing, Privatization and Public-Private Partnerships (SGOP)**

#### **Program Scope**

The aim of this course is for international participants to be able to apply economic and management theory and some practical lessons learned to make concrete policy recommendations. This course is designed to provide a forum for the exchange of ideas to improve the management and support of defense operations; to review economic and management theory and lessons learned from privatization, outsourcing and public-private partnerships as they relate to governments' make-or-buy decisions; to provide an analytical approach to effectively plan, implement and monitor privatization and outsourcing initiatives. Participants will be responsible for completing a strategic proposal to benefit their defense organization, department or team.

Course Duration  
5 days  
Class Size  
Maximum of 20

-----

### **Multiple Criteria Decision Making: A Practical Guide**

#### **Program Scope**

This course develops a method of approach to support decision making by managers in defense organizations. The focus is on practical application to management decisions involving many organizational objectives. Emphasis is placed on formulating the problem, understanding the analytical process involved in evaluating potential solution alternatives, and interpreting the results of the analysis in support of choosing a solution. We will provide practical examples from defense resource allocation problems. Participants will be required to apply the approach to a decision problem of current interest to their MoDs. This exercise will serve as a foundation for further work once they return to their own organization.

Course Duration  
To be determined

Class Size  
Maximum of 20

### **Staff and Faculty News**



#### **"New" DRMI Administrative Officer**

Based on the unanimous recommendation of the Administrative Officer Selection Committee and her outstanding performance, we have selected **Mrs. Mary Cabanilla** for the position of DRMI's Administrative Officer. Mrs. Cabanilla, formerly DRMI's Education Technician, has served as the acting Administrative Officer since June 2005. DRMI is pleased to welcome Mrs. Cabanilla into her new position and wishes her the best of luck.

#### **DRMI Launches Economics Roundtable**

In 2005, Economists from DRMI and the Graduate School of Business and Public Policy (GSBPP) launched an Economics Roundtable that meets at DRMI the first Thursday of every month. Besides being a chance to get together, another objective is to discuss and dissect economic and defense impacts of recent events. Topics have included:



- monetary policy and the development of new institutions in the reconstruction of Iraq
- oil price increases
- the role of price signals in natural disasters
- the threat of corruption and weak institutions in laying the foundation for terrorism
- contributions from game theory in understanding terrorist acts
- economic insights into modern management models like the balanced scorecard and activity-based costing
- cost-benefit analysis in defense acquisition
- transatlantic mergers and defense industry transformation, and
- the impact of China as a global economic and military power.

For more information, send an email to [fm-else@nps.edu](mailto:fm-else@nps.edu).

## Conference Presentations, Research and Publications

### Dr. Regnier Attends Decision Sciences Workshop



On December 12-14, 2005, **Dr. Eva Regnier** participated in a joint Decision Sciences workshop sponsored by the National Science Foundation Engineering Research Center for Collaborative Adaptive Sensing of the Atmosphere (CASA) and the National Center for Atmospheric research (NCAR). CASA is researching and prototyping a network of weather radars, whose beams can be directed according to weather events and the needs of users, including the National Weather Service, emergency managers, and the media. The workshop applied to the development of a new weather radar system that may be implemented to complement the existing radar system (called "Doppler Weather Radar" on TV). With the hopes of detecting tornadoes, in January they will begin putting in a four-radar testbed system in Oklahoma. Workshop participants identified decision sciences research necessary to develop a system for integrating user needs in dynamically allocating the radars' observation time.

For more information, please see <http://www.casa.umass.edu/dsw.html>.

### Dr. Webb Presents Research Paper

**Dr. Natalie Webb** and her co-author, Dr. Rikki Abzug of the New School University, presented a paper at the 2005 Association for Research on Nonprofit and Voluntary Organizations in November. The paper, titled, "Cultural Preconditions of Giving and Volunteering: Occupational/Industry/Professional Influences," begins to tease out the effect of a person's vocation on charitable giving and an individual's or family unit's vocation on volunteering behavior. This is the first study to examine individual-level behavior using a new dataset and controlling for many other of the factors that influence charitable behavior among private citizens.

## Governance (Continued from Page 1.)

the following areas.

Corruption undermines the efficient functioning of state institutions by reducing their economic base and capacity to deliver goods and services to citizens. Corruption is an informal, highly regressive tax on the citizens of a state. Reducing corruption requires not only the prosecution of public officials but also the reform of the public and the judicial process. Promoting transparency and accountability in the fiscal process is a key element in reducing corrupt activities.

The rule of law can be achieved by deepening legal and judicial reforms that protect human rights, property rights, and limit the power of the state. The independence of the judiciary from other branches of government must be ensured and the functioning of the judiciary must be modernized. In addition, parallel institutions that support the judiciary, such as the police, need to be reformed. The cumbersome procedures and regulations governing the establishment and operation of business must be simplified and reduced to give strong signals to the private sector about the seriousness of the government in providing a healthy environment for business development. This can be accomplished by removing impediments to private enterprise and pursuing macroeconomic strategies that promote market economies.

Government effectiveness is increased by decentralizing government functions and by in-

proving public sector management and delivery of public services. The role, optimal size, and organizational structure of the public sector must be continuously evaluated and adapted to supporting the emergence and sustainment of a market-driven economy. Human resource shortages must be addressed by education and targeted recruitment of professionals. Performance should be rewarded by improving pay and other benefits. Greater competition and choice can be encouraged by incorporating the private sector into public service provision.

The public sector is accountable and responsible to the needs and preferences of its citizens. Only if citizens believe that their voice can influence the actions of the public sector, do we observe a participatory democracy. A constitution that empowers democratic, independent institutions and encourages the broad participation of all citizens and diverse groups in the electoral process is essential in this process. The media and civil society have a crucial role in holding government accountable and exposing inefficiency and corruption.

Violent intra-state conflict undermines economic growth, increases poverty, destroys social capital, and increases the tolerance of conflict in everyday life. Africa has experienced a great deal of violent conflict in the past five decades with devastating results. Emphasis should be on prevention of conflict by strengthening mechanisms that manage tensions before they get violent. States with high levels of corruption and low accountability appear to be prone to violence. The best prevention of conflict is a strong and effective state. States should recognize that economic factors, to include the control of resources, may drive intra-state conflict, even though the language of conflict is cloaked in that of political oppression and retribution.

Weak and ineffective states are a threat not only to regional security but also to global security. Criminal and terrorist activity increase as the governance ability of the state declines. These activities then spill over into neighboring states, diverting resources from other uses and increasing the perception of risk of the neighboring states. While failed states are a global phenomenon, it is in the interest of the African nations and the international community to partner and invest in a stable and strong Africa.

## DRMI Course Catalog and Brochure

The 2006 course catalog and the Defense Resources Management Course brochure are now available. If you would like copies, please contact the Admin Office at 831-656-2104 (DSN 756) or send e-mail to [DrmiAdmin@nps.navy.mil](mailto:DrmiAdmin@nps.navy.mil)

### Future Mobile Courses

NSA (USA)	23 Jan – 3 Feb 2006
El Salvador	13 Feb – 24 Feb 2006
Guatemala	13 Mar – 24 Mar 2006
Albania	3 Apr – 7 Apr 2006
Honduras	17 Apr – 28 Apr 2006
Mexico (CT)	8 May – 19 May 2006
Sierra Leone	22 May – 2 Jun 2006

\*All courses funded by International Military Education and Training (IMET) unless marked as Foreign Military Sales (FMS) or Counter Terrorism (CT).

### Future Resident Courses

#### Defense Resources Management Course (four-week DRMC):

DRMC 06-1	9 Jan - 3 Feb 2006
DRMC 06-2	6 Feb - 19 Apr 2006
DRMC 06-3	22 May - 16 Jun 2006
DRMC 06-4	24 Jul - 17 Aug 2006
DRMC 06-5	21 Aug - 15 Sep 2006

Please contact Mary Cabanilla at (831) 656-2104 or [DrmiAdmin@nps.navy.mil](mailto:DrmiAdmin@nps.navy.mil) for quota and enrollment information.

#### International Defense Management Course (eleven-week IDMC):

IDMC 06-1	6 Feb - 19 Apr 2006
IDMC 06-2	25 Sep - 8 Dec 2006

For additional information on any of our resident courses please contact Mary Cabanilla at (831) 656-2104 or e-mail [DrmiAdmin@nps.navy.mil](mailto:DrmiAdmin@nps.navy.mil)



The Defense Resources Management Institute publishes the DRMI Newsletter quarterly. Direct questions regarding content or the submission of proposed articles to the Newsletter Editor, DRMI 64We, 699 Dyer Rd, Monterey, CA 93943.